

May 2, 1994

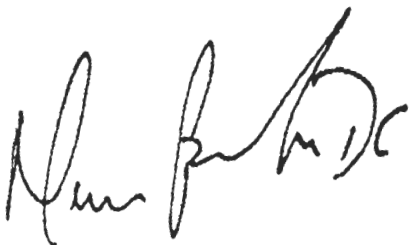
**Brad Sullivan, DC**

President, California Chiropractic Association  
5819 Van Nuys Blvd., Suite. D  
Van Nuys, CA 91401

Dear Brad,

As you have heard, I recently agreed to be a write-in candidate for the office of president of the California Chiropractic Association. When I became fully aware of the nature of the campaign against the association's nominee, Dr. Craig Little, I realized that I did not want to be a part of any of this.

Accordingly, on Saturday morning, April 30th, I contacted Dr. Ron Richards, and advised him that I was no longer a candidate. I explained briefly to him my reasons, he understood and accepted my withdrawal.



Sincerely,

**Dr. Dave Barber**

946 N. Fulton St.  
Fresno, Ca. 93728  
FOO-693-2665

*Paid for by the Committee to Elect Craig Little, DC, CCA President*

FROM: Martello &amp; Walsh, D.C. TO: DC, Jeffery Friedman

12/16/94 10:17:27

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FROM : SULLIVAN CHIROPRACTIC

PHONE NO. : 818 994 1808

P02



**SULLIVAN CHIROPRACTIC**  
**BRADLEY J. SULLIVAN, D.C.**  
C.C.A. Certified Disability Evaluator

5819 Van Nuys Blvd., Suite D  
Van Nuys, CA 91401  
Telephone: (818) 994-2554  
Fax: (818) 994-1808

December 15, 1994

Dear CCA Society Officers, Dept. Chairs, Friends:

It is with utmost regret that I send to you a copy of my resignation letter sent to Dr. Little. Dr. Little has worked valiantly since receiving my letter to find a compromise between all parties and I commend him for his effort.

The basic issue I hope you will all understand after reading the attached copies, is that this is not simply about a policy dispute, I have been on the minority vote on policies on many occasions without resigning. My resignation is based upon the tone and obvious, protect their self interest versus creating clarity and fairness to the election/nomination process.

I have been informed by Dr. Little that the Exec. Comm. reviewed the Ad Hoc Recommendations again the morning after I walked out of the meeting and basically approved the majority of them. I informed Craig that when the spot light shines on people, they tend to put on their "public face" and perform properly, unfortunately that is not how they performed the day before.

✓ The quotations listed in my letter are made in context and verbatim. I know that as a result of my action, I will most probably receive a tremendous amount of heat as the Exec. Comm. once again rallies together to defeat another enemy. Once again, that enemy is another respected member of this profession with an opposing attitude, or as Karen Berger would say...Someone divisive to CCA and our Policies.

✓ Please know that I am not urging nor suggesting that others follow my path and resign their membership. CCA has and will continue to be the finest State Association in the Country, promoting, protecting and defending your rights. I have personally chosen to use my check book to send a message to this Exec. Comm. and hope that the circumstances will evolve so that I may once again re-join the ranks.

Regretfully,

*Bradley J. Sullivan, D.C.*  
Bradley J. Sullivan, D.C.

FROM : SULLIVAN CHIROPRACTIC

PHONE NO. : 918 994 1808

P08



**SULLIVAN CHIROPRACTIC**  
**BRADLEY J. SULLIVAN, D.C.**  
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Craig Little, D.C.  
C.C.A. President  
7801 Folsom Blvd, Suite 375  
Sacramento, CA 95826

December 11, 1994

### LETTER OF RESIGNATION

Dear Craig:

Please be advised that as of 5:00 P.M., December 10, 1994 I have resigned my position as C.C.A. Immediate Past President, as well as my C.C.A. membership. This decision resulted from the many unethical and biased statements made by members of the Executive Committee regarding CCA Nomination Process and Election Process reforms, as recommended by the Ad Hoc Committee.

Your assertion that I am leaving as a result of not having my way is absolutely absurd. Craig, when I was not re-nominated on three occasions, I didn't pack up my toys and leave! Quite the contrary, I stayed, served in multiple state-wide volunteer positions and remained active in my local society. Certainly, if I was that sensitive to not having my way, I would have left then! Additionally, having served at the state-wide level, there has been many occasions that did not go the way I hoped for. Again, I did not leave.

The difference now is that the Executive Committee has crossed the lines of Principle and Ethics, versus a policy disagreement. I believe strongly, that if the statements made by Dr. Berger, Dr. Nunoo and Dr. Brett Sullivan were heard by the membership, there would no longer be a C.C.A. I am sorry Craig, when it comes to my personal ethics and integrity, I had no choice but to leave.

For the purpose of historical reference, I will review the matters that lead to this unfortunate ending of my 10 years of service to the C.C.A. At the last Board of Directors meeting, the San Gabriel Society recommended in the form of a resolution, several changes in the election and nominating process at the state level. You asked Dr. Martin if he would be comfortable with the formation of a Ad Hoc Committee to review the entire process and report back to the Board and he was. You then appointed Dr's Heath, Friesen, DeSandra, Brennan, Updyke and myself as chair to perform the review.

The entire review was done on a consensus basis (of those members present) to establish new recommendations and guidelines regarding the nominating and election process.

FROM: Markale &amp; Walsh DCs TO: BO, Jeffery Friedman

FROM : SULLIVAN CHIROPRACTIC

PHONE NO. : 818 994 1808

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The Ad Hoc report I believe demonstrated a well thought out and comprehensive guide to improving the image of the process of nomination as well as attempting to create a better sense of balance and integrity to the campaign aspect of contested races.

Craig, I did not come to the Executive Committee offsite with unrealistic expectations of a 100% approval. I did however assume that if disagreements occurred, they would occur on how best to implement recommendations and not the comments I am about to review, which clearly demonstrate the goal of the current Executive Committee to not allow balance and integrity in contested elections!

As you know, one of the recommendations basically called for discouraging any attempt to create the image or impression that candidates running by petition are not part of the C.C.A. Team. I can't tell you how shocked and dismayed I was with the overall consensus of the committee, that they didn't want to be told how to treat people in a election. I think Dr. Brett Sullivan summed up the Committee's belief when he said "Brad, you can't force me to like " "if I don't, nor can you regulate through policy how I treat them". Remember Craig, this statement was only a "mission statement" and not intended to be codified as a policy or in the By-Laws. Even with such a liberal intention, the Executive Committee with the exception of myself voted to totally delete any reference to a statement that most would assume as non-threatening!

Unfortunately, the meeting became more heated and the statements made by members of the Executive Committee indicated that their bias and intent was even worse than I would ever imagined. While discussing the Ad Hoc Committee's recommendation regarding establishing a set of guidelines to be determined by the Election Committee, so that all candidates, nominated and by petition, would have a clear understanding of what was appropriate for running a campaign, members of your committee went ballistic. It became very clear that they as nominees enjoyed the benefits they received as nominees during the election and were not about to create a balanced and fair process.

It is impossible to express my shock when I heard Dr. Karen Berger comment, " What if we (emphasis added) feel the other candidate is divisive to our and C.C.A.'s Policies..... Are we suppose to provide them (emphasis added) a open forum?" Add to this Dr. Nunoo's unfortunate comment which said "Brad, if we set up election guidelines for nominees by petition, then what was the purpose of the Nominating Committee!"

Perhaps the 25 year old perception of a biased and unfair nominating and election process is not so far off! Review of the above referenced statements **TOTALLY CONFIRMS THIS EXECUTIVE COMMITTEES INTENT TO NOT ESTABLISH BALANCED AND FAIR POLICIES WHEN IT COMES TO THE RISK OF THEM LOOSING THEIR POWER!**



FROM : SULLIVAN CHIROPRACTIC

PHONE NO. : 818 994 1888

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Perhaps the worst statement made, definitely the one that crossed the line to me and resulted in this resignation, was made by Dr. Berger when she said.....

**"I DON'T FEEL IT IS APPROPRIATE TO INCREASE THE NUMBER OF DIRECTORS AND DECREASE THE NUMBER OF PAST PRESIDENTS ON THE NOMINATING COMMITTEE. AFTERALL IT IS THE PAST PRESIDENTS WHO HAVE EXPERIENCE AND UNDERSTANDING OF THE EXECUTIVE COMMITTEE. THE MEMBERS OF THE BOARD OF DIRECTORS ARE TOO INEXPERIENCED AND LACK THE KNOWLEDGE TO HAVE THIS RESPONSIBILITY GIVEN TO THEM AND I FEEL IT WOULD BE DANGEROUS FOR THE ASSOCIATION".**

Who the hell does she think she is? This Association is suppose to have all of its policies made by this board. They are the individuals that the membership voted for to represent their view points and to dictate polloy. The position of the Executive Committee was to carry out the day to day operation of the Association and insure for the Board and the Association membership that the Board's policies were always properly carried out! Again, maybe I missed the boat and that is why I always had such a difficult time with the nominating committee. No one told me that it was a unwritten policy to treat the board as inexperienced buffoons and attempt to run this association surreptitiously!

Fortunately, someone that I have worked closely with for over 10 years without ever observing any flaw in his ethics or conscience to carry out policy as per the Board's directive stepped forward. Gary Cuneo made the recommendation that if the only objection to increasing the number of directors is experience, then why not add to the recommendation that all Board members must have one year experience on the Board prior to serving on the Nominating Committee. I don't know how the Executive Committee responded to this reaction as I got up and went into the other room to pack and leave. I truly do not want my 10 year reputation of service to this Association tarnished by sitting too close to the members making the above referenced comments. The downside obviously would be that someone might mistake me as being a member of that team!

The above concept of being part of the team leads me to your most unfortunate comment, which occurred when you, Gary and Bob Friday were attempting to calm me down and get me to stay. Your comment went something to the effect of..." Brad, we have spent fifteen minutes of our valuable time trying to resolve this issue by sending it to legal counsel for interpretation from the Corporate Codes. I am sick and tired of your not acting like a

FROM : SULLIVAN CHIROPRACTIC

PHONE NO. : 818 994 1808

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December 11, 1994

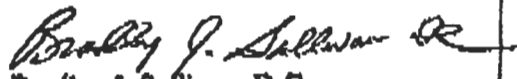
**TEAM PLAYER**, this seems to be happening too often. We have much more important things to deal with today, if you're going to continue pushing your view that this process needs changing, then I am going to push you right back!" As you know Craig, my response was quick and clear "You don't have to push Craig, I am out of here!"

Due to their inappropriate behavior, I am strongly recommending that the Board of Directors as well as the membership immediately **RECALL DR BERGER AND DR NUNOO** for their inappropriate statements and obvious bias toward carrying out a fair election process. Additionally, Dr. Berger should be recalled because of her statement and attitude that the Board of Directors is inexperienced and that it would pose a danger to the Association if we gave them a majority on the Nominating Committee. Dr. Berger, **THE BOARD OF DIRECTORS YOU ARE SO CONCERNED ABOUT BEING A DANGER BECAUSE OF INEXPERIENCE ARE YOUR BOSSES! THEY ARE IN CHARGE. TO MAINTAIN THAT POSITION I HOPE THEY SEE THE TRUE THREAT TO THIS ASSOCIATION AND REMOVE YOU AS SOON AS ETHICALLY POSSIBLE!**

I will truly miss the interactions and brainstorming with my friends on the Board and throughout the state. I will miss our CCA staff, which I have always felt were the best anywhere! I will miss the constant interaction with Gary Cuneo, I believe he is the best Executive Director any Association could have and I hope that my sudden departure does not create any excess stress upon him. Finally, Craig, I will miss working with you, I have always found you to be ethical and admired your strong sense of leadership and dedication to this profession. I know in my heart that working together, we could have created some dynamic changes for chiropractic.

It has always been my personal belief that to be a successful and content team player, you could never compromise dignity, integrity, morality, or reputation. As difficult as this letter has been for me to write, I am content that with my departure from C.C.A., my dignity, integrity, morality and reputation remain with me.

Sincerely,

  
Bradley J. Sullivan, D.C.

cc: Society Presidents & Directors

FROM : SULLIVAN CHIROPRACTIC

PHONE NO. : 818 994 1800

P03



**SULLIVAN CHIROPRACTIC**  
**BRADLEY J. SULLIVAN, D.C.**  
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**RECOMMENDATIONS OF AD HOC COMMITTEE**  
**RE: NOMINATION PROCESS**

**Present:**

Bradley J. Sullivan, D.C., Chair

Bill Brennan, D.C.

Ron DeSandre, D.C.

Dale Heath, D.C.

**Absent:**

Lloyd Friesen, D.C. (schedule conflict, sent written comments)

Bill Updyke, D.C. (schedule conflict)

**MAKE UP OF NOMINATING COMMITTEE:**

The Ad Hoc committee spent considerable time discussing the present make up of the Nominating Committee which consists of Four Past Presidents and three members elected geographically from the Board of Directors. The Ad Hoc committee unanimously agreed that the present make up of the Nominating Committee has satisfactorily achieved the goal of finding the best candidates at the time of interviews. The Ad Hoc committee felt that we must deal with the long term perception of the membership that the Nominating Committee creates a "good ole boy" network that hands out nominations to those that the past presidents want to lead.

To address this perception, that seems to be reality for too many doctors, the Ad Hoc Committee recommends dividing the State into 4 geographic regions and 4 members of the Board of Directors will be selected from the four regions to serve on the Nominating Committee. The Past Presidents participating on the committee should be reduced to 3. The most senior Past President should continue to chair the meeting and the Ad Hoc Committee recommended strongly that the Chair should retain a vote on all nominations and not just vote to make or break a tie.

**INTERVIEW PROCESS:**

The Ad Hoc Committee reviewed recommendations made in the San Gabriel Society Resolution. The committee felt strongly that omitting the oral interview portion would deprive the Nominating Committee the opportunity to see the candidate's demeanor and observe how they presented themselves while under stress. Some candidates may possess professional writing skills, yet not be able to express them verbally. The Ad Hoc Committee

FROM : SULLIVAN CHIROPRACTIC

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recommendations continuing the oral interviews and that the interviews be supplemented with a C.V. of the candidates. In addition, the candidate needs to provide a written narrative to the Nominating Committee at least two weeks prior to the interview, addressing several questions chosen by the Nominating Committee. The Nominating Committee may hold a conference call in advance of the interviews to determine these questions. The Ad Hoc Committee recommends that these questions deal with issues such as: "What do you perceive to be the three biggest challenges facing the Profession in the next year and the next decade?" "What solutions would you recommend to address these challenges?" "What individual skills and expertise do you possess that would be a attribute to the CCA?" etc.

The Ad Hoc Committee reviewed the recommendation that the Nominating Committee should nominate more than one candidate for each available position on the Executive Committee. The Ad Hoc Committee unanimously agreed that this would be counter productive for the following reasons.

- A. The nomination of two candidates does not address the present dilemma of not having enough qualified candidates volunteer to serve the Association. Having five well qualified individuals run against another nominated candidate would lead to added expense and time involvement, which again would probably add to the problem of too few volunteers rather than correct it.
- B. Nominating two "best" qualified candidates for the President's Position means the next two nominees for V.P. of External Affairs are not the second best choice, but rather the third and fourth best choice.
- C. The present system of running by Petition is simple and easy, making the election process easily accessible to anyone meeting the minimum qualifications.

## EXTENSION OF CCA PRESIDENT TO TWO YEAR TERM:

The Ad Hoc Committee discussed at length the benefits of extending the President's term to two years. The benefits discussed included improved continuity of programs, with extended experience comes improved performance. The downside reviewed was the potential of Presidential burnout and the potential decrease in volunteers stepping forward to make such a long term Presidential commitment. It was felt by the Ad Hoc Committee that the present one year term continue. Presidents can seek re-nomination for a additional year and if denied by the Nominating Committee, they could still run by petition and let the members decide.



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The next recommendation reviewed was to change the President's honorium. The Ad Hoc Committee unanimously recommended to keep the reimbursement the same and that the reimbursement be reviewed on an annual basis by the budget committee.

As to additional topics raised in the San Gabriel Resolution, the Ad Hoc Committee discussed the following items:

### ELECTION PROCESS:

The Ad Hoc Committee reviewed the current procedures for running by petition and feels several areas need to be addressed.

- A. It is recommended that all efforts should be made to eliminate the feeling or attitude that candidates running by petition are not part of the "team" and such behavior should be strongly discouraged.
- B. It is recommended that all CCA available advertising space should be equally made available and divided among all candidates, including equal placement of ads, availability of ads, etc. The committee is not saying that there has been a problem, it notes however, that Codified Policy and the By-Laws are silent on this issue and would be best if it were addressed in a written policy. Additionally, issues such as access to mailing labels, whether or not the Association has a legal right or obligation to require pre-approval of Ad copy prior to providing the labels, etc, should be reviewed by CCA legal counsel and a written policy statement developed.
- C. It is recommended that all elections with a candidate by Petition should be run by a outside firm, to include the collection of ballots and counting of ballots. CCA staff and the Election Committee should be present to perform the task of vote counting under the supervision of the outside firm, who shall then certify the results. This policy too, should be placed in a written form and added to the By-Laws and or Codified Policy.
- D. It is recommended that a written policy should be established discussing the procedures for campaigning at official CCA functions such as Board Meetings, Legislative Conferences, etc. It should be clarified if a candidate is allowed to pass out campaign materials, etc. Additionally, if candidates from the Nominating Committee are to be introduced to the members at that function, then equal introduction of petition candidates should occur. All reasonable effort should be made to insure that no one candidate is given a perceived upper hand, such as using Nominees as speakers, or presenters at functions

FROM : SULLIVAN CHIROPRACTIC

PHONE NO. : 818 994 1808

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such as Legislative Conferences other than the usual and customary function the Executive Committee customarily needs to perform.

## **NOMINATING COMMITTEE TERM LIMITS:**

The Ad Hoc Committee unanimously recommends that there be a one consecutive term limit placed on the Director members of the Nominating Committee. The Ad Hoc Committee feels this will go along way to dispel the perception of "good ole boy" network. The Ad Hoc Committee has addressed this issue by changing the numbers of Past Presidents vs Directors and feels it would be inconsistent if this potential concern was not addressed. It is hoped that this term limit will permit more members of the Board of Directors to actively participate in the nominating process and see first hand how it truly functions.

## **NOMINATING COMMITTEE MISSION STATEMENT:**

The Ad Hoc Committee closed its deliberation by discussing additional means to reverse current misperceptions by the members of CCA, regarding the Nominating Committee. It was agreed that a basic overall mission statement and generalized procedure statement (with a broad based interpretation to allow enough latitude for the Nominating Committee) be written and made available to all members. Additionally, this statement should be used at the same time as calling for candidates to appear before the Nominating Committee are placed in Inside CCA and the Journal. Dr Ron DeSandre and Dr. Bill Brennan will be preparing that statement under separate cover as soon as it is completed and agreed upon by the committee.

## **COMMITTEE COMMENTS:**

Upon completion of their assigned task, the Ad Hoc Committee reviewed the changes recommended as well as the present Nominating Process. It was the unanimous feeling of the Committee members present that the past system utilized by the Nominating Committee was consistent with the CCA By-Laws and wanted to express that the majority of recommendations made by the committee were to address long standing perceptions. It was further agreed that after the suggested changes are implemented, the only area where a problem may occur is the human factor, and that can't be managed by a policy change.

It was further felt by the Ad Hoc Committee, that all sessions of the Nominating Committee should be held in Executive Session for the protection of the Committee and the applicants. The old system of just requiring the Committee to be held to Executive Session did not permit the Committee to respond to complaints by disgruntled candidates. The Nominating Committee must remain in Executive Session because of the nature and extent of personal questions asked.

FROM : SULLIVAN CHIROPRACTIC

PHONE NO. : 818 994 1808

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The Ad Hoc Committee feels that due process is achieved when all parties remain in Executive Session. Remember, any doctor interviewed has the right to run by petition and carry their message directly to the membership. While many petition candidates were not successfully elected, it was pointed out that Dr. Friesen chose to run twice by petition and won, and Dr. Sullivan ran by petition and won. The process works!

Finally, it is the recommendation of the Ad Hoc committee that the Nominating Committee act as mentors to those candidates who interviewed for service on the Executive Committee and not nominated. This should be accomplished in a humane and dignified manner, identifying those areas needing improvement as well as continuing to work with those candidates desiring to improve their skills to the level of a successful nominee.

XXXXXXXXXXXX

Brian A. Smith, D.C.

Doctor of Chiropractic

3685 Motor Ave., Suite 250 • Los Angeles, CA 90034 • (310) 559-6584

FAX (310) 837-9477

TO: Marcus  
FAX #: 818 881 5242  
FROM: Brian  
TIME: \_\_\_\_\_  
DATE: 12.22.94  
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**MESSAGE:**

THOUGHT YOU'D BE  
INTERESTED IN THIS -  
AFTER ALL YOU ARE THE NEXT  
AEA LA DIST. REP!  
HAPPY HOLIDAYS!

DEC-16-94 FRI 16:58 FRIEDMAN CHIROPRACTIC INC 4598992

FRIEDMAN CHIROPRACTIC CENTER, INC.  
Jeffrey I. Friedman, D.C.  
711 D Street  
Suite 104  
San Rafael, Calif. 94901  
(415) 459-4646  
Fax (415) 459-8003

DATE: 12/16/94  
TO: K.  
ATTN: \_\_\_\_\_  
FAX: 818-793-8447  
FROM: Jeff  
FAX: (415) 459-8003 PHONE (415) 459-4646

MESSAGE:

Dr. Martello said as many  
people should call Sullivan  
+ give him support

TRANSMITTING A TOTAL OF \_\_\_\_ PAGES INCLUDING THIS PAGE. IF YOU DO  
NOT RECEIVE ALL THE PAGES, PLEASE CONTACT US IMMEDIATELY.



Dr. Brian A. Smith, D.C.  
3685 Motor Avenue Suite 250  
Los Angeles, Ca. 90034  
(310) 559-6584

Dec. 27, 1994

Dr. Bradley J. Sullivan, D.C.  
5819 Van Nuys Blvd., Suite D  
Van Nuys, Ca. 91401

Dear Brad,

I wish to applaud your recent decision to distance yourself from policies of the Executive Committee of the CCA which may be damaging to the profession. Your decision should send notice to the Executive Committee that they are answerable to the profession. It is my personal belief that many positions adopted by the CCA have, in fact, been policies seen as expedient or in the interests of the Executive Committee rather than in the best interest of the profession. I hope your action starts a reversal of this trend.

I believe that the doctors of chiropractic in the state of California would become more involved if the CCA did not appear to be self-serving. Unfortunately, the actions of the CCA leave many field doctors in doubt of the Association's position and concern for the profession.

The CCA will continue to exist in one form or another. It is up to the doctors of the state to determine just what that form will be. I would like to see the CCA return as an Association that defends our right to a broad scope of practice.

Please feel free to call me if you wish. Perhaps we can get together to discuss this further.

Sincerely,

Dr. Brian A. Smith  
Chiropractic Practice Rights Coalition of California